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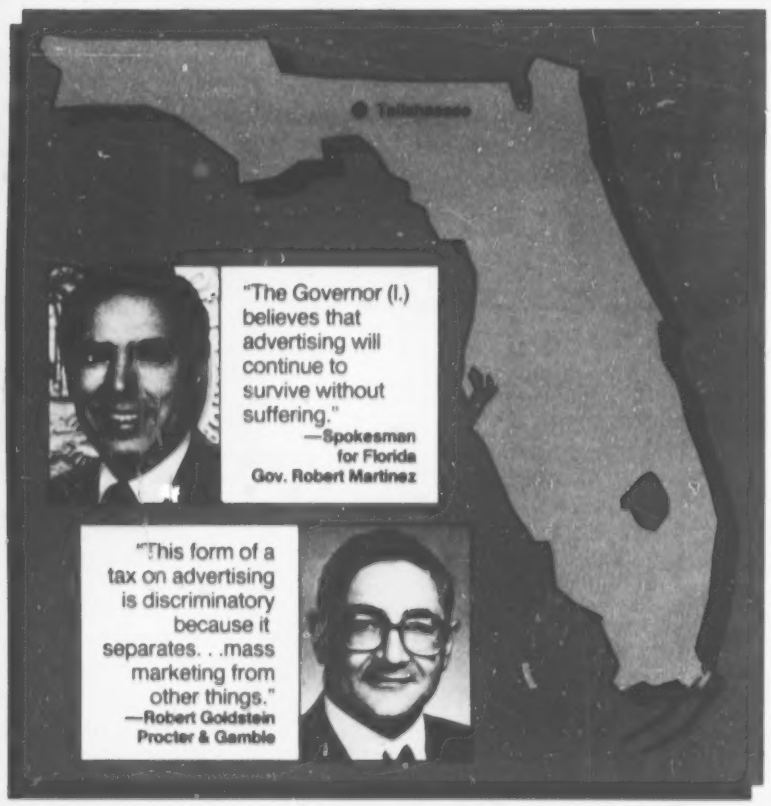
Advertising Age

Crain's International Newspaper of Marketing. In Two Sections. Section 1.

Florida faces ad boycott


Tallahassee
"The Governor (l.) believes that advertising will continue to survive without suffering."
—Spokesman for Florida Gov. Robert Martinez
"This form of a tax on advertising is discriminatory because it separates. . .mass marketing from other things."
—Robert Goldstein Procter & Gamble

ANA schedules summit as ad tax becomes law

By STEVEN W. COLFORD

Major consumer-goods companies are exploring an advertising boycott of Florida, a reaction to the state's new 5% sales tax on advertising.

Florida Gov. Robert Martinez signed the controversial tax legislation late last Thursday, the same day the state House and Senate forwarded the bill for approval. A spokesman for Gov. Martinez said the governor believes "advertising will continue to survive without suffering."

A national-advertiser summit meeting tentatively is set for the first week in May in New York. It is being arranged by the Association of National Advertisers.

"I have one report that there are no antitrust implications to advertisers banding together to influence legislation," said ANA President DeWitt Helm Jr. "If that's true, then the ANA may recommend canceling all advertising in Florida.

"A lot of people already are telling the networks to cut their advertising at the Florida border."

From a technical standpoint, that appears feasible, particularly with satellite transmission of programming from New York. "We can do it, and I think it will start happening," said an NBC VP. "It wouldn't surprise me at all."

Spokesmen at ABC and CBS agreed that such ad-stripping for an individual state could be accomplished.

For national newspapers, eliminating an ad in one state often would mean cutting it out of papers going to neighboring states as well, because of printing-plant requirements.

In *The Wall Street Journal*, an ad eliminated from Florida would be struck from Alabama, the Carolinas, Georgia and parts of Tennessee as well. *USA Today*, which has three printing sites in Florida, said it would be possible to black out advertising, but a spokeswoman added that it has never been done since the paper's advertising zones cover much larger geographic areas than just Florida.

How ad tax will work—Page 78

Radio networks often are forced to withhold advertising from certain markets, but it is done at the local-affiliate level.

"We can advise the affiliates in a given situation to cut a particular commercial," said a CBS Radio spokeswoman.

The Florida ad tax, to take effect July 1, is expected to raise as much as $100 million in its first year from Florida's advertising community and from national marketers whose advertising enters the state.

Among the companies expected to be represented at the ANA meeting are Procter & Gam-

(Continued on Page 78)

Metter exit signals restructuring at JWT

By STEWART ALTER

NEW YORK—Bert Metter's resignation as chairman-ceo of J. Walter Thompson USA indicates more big changes are in the works at the agency.

Mr. Metter's departure last week came after JWT Group Chairman-CEO Don Johnston abruptly canceled Mr. Metter's plans to hire two key executives.

It remains unclear whether Mr. Metter's resignation stemmed from his embarrassment at having his hiring decisions overruled or because Mr. Johnston's U.S. reorganization ideas offer little role for Mr. Metter.

The full extent of Mr. Johnston's cost-control restructuring plan for JWT/USA is expected to be disclosed this week at an agency board meeting.

Mr. Metter's exit fuels the controversy over Mr. Johnston's stewardship of JWT. Mr. Metter is the fifth top-level agency executive to resign or be dismissed in the past 14 months over disputes with Mr. Johnston's succession plans *(see box, Page 78)* and his handling of the profit problems that continue to plague the company.

Just two weeks ago, Mr. Metter was prepared to bring two former JWT executives back to the agency. William Thompson Jr. had resigned as exec VP-director of multinational accounts at McCann-Erickson to become the top administrative officer of JWT/USA; Sonia Yuspeh had spent two months shutting down her research consultancy to assume Mr. Metter's former position as JWT's head of business development.

Only days before the two executives were to join the agency, Mr. Johnston canceled the appointments.

Neither Mr. Thompson nor Ms. Yuspeh were available for comment.

Mr. Thompson, once the top worldwide account exec on Coca-Cola Co. at McCann, still is expected to join JWT in a top-level account role (AA, April 20). Ms. Yuspeh is expected to reopen her consultancy.

Mr. Johnston, who assumed the title of chairman-ceo of J. Walter Thompson Co. after he dismissed Joseph O'Donnell from that post three months ago (AA, Feb. 2, *et seq.*), now has assumed the U.S. agency ceo duties from Mr. Metter.

B. Metter

But that arrangement could be short-lived, once Mr. Johnston announces his restructuring of the agency.

Details about Mr. Metter's departure and the U.S. reorganization are scant. Neither Mr. Johnston nor Mr. Metter returned phone calls.

It appears that Mr. Johnston plans to collapse the U.S. staff and overhead structure. Sources said Mr. Johnston wants to stress positions that actually work on client business and reduce the number of highly paid staffers. Mr. Metter was moving in the other direction.

Whatever the specifics of Mr. Johnston's plan, sources say he envisions it as the solution to the succession crisis and financial difficulties associated with

(Continued on Page 78)

Last Minute News

DYR chief Brody to resign

NEW YORK—Alexander Brody, 54, president-ceo of DYR Worldwide, will resign from the agency. Mr. Brody, who was not available for comment, reportedly is considering positions either at Ogilvy & Mather or J. Walter Thompson Co.

Lever asks rivals to change ad claims

NEW YORK—Lever Bros. asked Colgate-Palmolive and Procter &

(Continued on Page 8)

Merger plan places DFS over Compton

By STEWART ALTER

NEW YORK—Saatchi & Saatchi Co. last week put plans on the table for DFS Dorland Worldwide here to take over Saatchi & Saatchi Compton, a merger that calls for eliminating the Compton name.

A decision on the merger, which will affect only U.S. operations, is expected within two weeks.

Under the plan, DFS Dorland management would hold the top positions in the merged domestic agency.

Compton executives, who first heard the proposal formally last week, are expected to resist the plan in its current form.

The merger would create a $1.2 billion-to-$1.3 billion New York operation, surpassing Grey Advertising as the only other billion-dollar office here.

DFS Dorland handled $709 million in billings in New York and Compton had $600 million last year, according to ADVERTISING AGE.

About $100 million could be lost through "conflicts," however. DFS Dorland handles Northwest Airlines, while British Airways is based at Saatchi & Saatchi in Lon-

(Continued on Page 76)

Highlights

Movable future for SAMI/Burke 4
Time Inc. appears poised to sell its SAMI/Burke research subsidiary after initially rejecting a sale because bids were too low, sources say. Time is said to be disenchanted with SAMI/Burke's financial results, which were dampened by the start-up of Scan-America, a joint venture with Arbitron Ratings Co.

Army's next round 6
The controversy surrounding the $100 million U.S. Army account Young & Rubicam landed in January is not over. Y&R and the Army now must contend with irate hispanic organizations rallying behind Sosa & Associates, a longtime subcontractor to the Army's former agency, N W Ayer.

AmEx checks competition 10
Visa International and MasterCard International had been holding ground with the top two best-recalled credit card ads, but American Express Co.'s "Membership has its privileges" campaign is knocking them silly.

Europe gets barter TV 12
U.S. advertising agencies are taking advantage of increasing TV deregulation in Europe to introduce the barter concept of trading programming to networks for free ad time around the shows.

Home secure home 24
The home security market, expected to grow from $3.8 billion in 1986 to $9 billion by 1990, will be fueled by the battle between Black & Decker Corp. and Schlage & Co.

Lotus to spread 31
Lotus Performance Cars is counting on its new agency, McCann-Erickson, to prepare the campaign for a line expansion that includes a $120,000 "super car." For the $2 million account, McCann-Erickson, New York, beat out finalists Brogan Kabot Advertising, Southfield, Mich., and incumbent Durfee & Solow, New York.

Beware fountain of youth 64
The U.S. Food & Drug Administration's belated check of anti-aging skincare claims is meant to send a warning to other makers of skincare—and hair-thickening—products that tout regenerative claims.

Pass the JUG 70
Although ad pitches for wine coolers typically are set on front porches, only one cooler appears to have been created precisely for porch drinking: JUG. The line of 750 milliliter wine coolers is marketed by the Wine Group, San Francisco.

Chicago's paper war 74
The *Chicago Tribune* abruptly replaced Ogilvy & Mather with Hal Riney & Partners last week just as rival *Chicago Sun-Times* readied a major image campaign and graphic redesign.

INTERNATIONAL

BJK&E aims for top 10 status 46
Bozell, Jacobs, Kenyon & Eckhardt plans to win top 10 worldwide status within two years through a series of acquisitions and affiliations overseas, according to Murray Smith, president-international of the agency.

'Herald Tribune's' centennial 47
The *International Herald Tribune*, an institution among Americans abroad and the English-speaking community around the world, is celebrating its 100th anniversary this year. The Paris-based paper is hosting events and conferences to honor the centennial in cities around the world.

OTHER NEWS

Procter & Gamble Co., which slashed its broadcast TV spending nearly $100 million last year, also cut its cable TV expenditures 12% to $27.7 million, according to the latest Broadcast Advertiser Reports figures. Page 10.

With fewer dollars—but no less product excitement—than the leading cola companies, the nation's second-tier soft-drink marketers are gearing up hot-weather advertising and promotional programs. Page 10.

Chevrolet, which dropped former Chicago Bear Dick Butkus as ad pitchman, turned to a grizzly bear to launch its new full-size pickup truck. Page 43.

As the magazine industry renews charges of rate-breaking, attention again has turned to the women's service titles. Page 51.

Yugo America is trying to broaden its image to set the stage for more expensive cars in its product lineup. Page 61.

When one business sells its name to another, the seller normally is required to change its name so there is no question that the buyer will obtain all of the goodwill for which it is bargaining. The same approach does not appear to have been applied to individuals selling their personal names for business use. Page 62.

Controversy continues to surround Roy Grace, who left Doyle Dane Bernbach in January 1986 to open the Grace & Rothschild agency. Page 70.

SPECIAL REPORT

Premiums & Promotions— *Although total expenditures in the industry grew only 2.9% in 1986 over 1985, industry observers predict the business will heat up this year as the trend toward enticing the consumer with extra-added attractions, including creative promotions and well-selected incentives, continues.*

REGULAR FEATURES

ADVERTISER PEOPLE 23
ADVERTISING MARKETPLACE 69
AD REVIEW 52
ADWATCH 10
ADWHIRL 72
AGENCY PEOPLE 32
BACK PAGES 51
BOB GARFIELD'S AMERICA 42
BRADY 44
BRADY'S BUNCH 74
CON-SID-ERATIONS 18
CONTRACT SPORTS 30
CORRECTIONS & CLARIFICATIONS 6
DIRECT MARKETING 50
EDITORIAL 16
FOR THE RECORD 75
FORUM 18
LETTERS 20
MEDIAWORKS 65, 67
PERSONAL PRIVILEGE 62
PHOTO REVIEW 58
PRESSTIME 8
REGIONAL NEWS 56
T.N.T., THE NEXT TREND 42
U.S. NEWSWATCH 4
WORDS 44
WORLD NEWS ROUNDUP 3

FIGURES TO FILE

COFFEE MARKET SHARES 54

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Barter shops join forces to survive

By VERNE GAY

NEW YORK—Barter TV syndicators, confronting what they see as threats to their economic survival, are rapidly adopting a new protective measure: consolidation.

Most barter syndicators have been forced to concede that survival requires being part of a huge package of highly rated programming.

Staff photo by Arnold Adler

Henry Siegel (above), LBS chairman-president, said he will attempt a leveraged buy-out of the company from Grey Advertising, New York, or spin it off. Talks have ended with oilman Marvin Davis.

Megamergers among advertisers have consolidated syndicators' revenue base, and the emergence of more syndication shops has increased the programming offered. So, with a few notable exceptions, nearly every barter syndicator is talking with potential partners.

Advertisers, though, who spend $700 million a year in barter TV, appear mixed about the consolidation trend. Some say they haven't had any problems yet, but others say the trend makes it more difficult to negotiate a good price.

Among the major developments indicating the scope of the trend:

- King World is expected to make a "major announcement" within two weeks concerning its Camelot sales subsidiary. Sources said Camelot may be combined with another major barter house.

Rick Levy, president, said Camelot is "looking to expand with product lines in a lot of areas—kids, sports, late night. Essentially, we are considering a fourth network. We are setting ourselves up to be a full-service organization, either by ourselves or with others."

- Walt Disney Co. discussed turning over to Camelot its barter sales, currently handled by its Buena Vista division. Those talks are considered dead, and Buena Vista is said to be searching for another partner. Officials declined comment.
- Group W Productions wants to acquire Taft Broadcasting's Worldvision Enterprises, a huge international syndicator and a major domestic barter house. The acquisition would create the largest barter TV seller of children's commercial time. However, FMI Financial Corp. has bid to buy Taft and, if successful, is expected to keep Worldvision. Nevertheless, a

(Continued on Page 76)

Nets hold time to counter make-goods

Upfront children's TV rates jump 30%

By VERNE GAY

NEW YORK—Cost-per-thousand rates soared as much as 30% from year-earlier levels in Saturday morning children's TV, as the Big 3 networks wind down advanced commercial sales for that time in the 1987-88 season.

ABC-TV said it had completed nearly all upfront sales, while the other two networks are believed to be still negotiating with several advertisers.

In addition, agency sources confirmed that the networks have held back large amounts of commercial time, to protect themselves from severe make-good problems next year.

The networks consider this a prime strategy in all time periods because of the drop in recorded audience levels expected from the use of A.C. Nielsen Co. people meters (AA, March 16).

Sources say the remarkable price rise in Saturday mornings—which only a year ago was suffering from a severe lack of advertiser interest—was due to several factors. But the chief one was the apparent success ABC and CBS had in getting advertisers to accept artificial cost-per-thousand price increases due to the switch to people meters.

The meters caused increases in CPM rates for children 2 to 11 during the 1986-87 season because tests demonstrated Nielsen's traditional diaries generally have overstated children's viewing. Advertisers have said they would resist accepting such an artificial increase in any time period.

But the networks, which faced millions of dollars of lost revenue, persuaded advertisers to negotiate *future* buys on the lower people meter results.

Both ABC and CBS said they would guarantee advertisers on

(Continued on Page 76)

Charge-card pitch registers

AmEx soars to No. 2 position

By JULIE FRANZ

The major credit-card companies have gotten into a war of the airwaves for a bigger share of the almighty consumer debt.

Visa International and MasterCard International had been holding ground with the top two best-recalled credit-card ads, but American Express Co.'s new "Membership has its privileges" campaign is knocking them silly.

Top-of-mind awareness of AmEx ads vaulted it into a close second behind Visa from a distant third, jumping 9.2 percentage points to 21.3% of first mentions, in Advertising Age's March adWatch survey. That's the largest increase in advertising awareness for any advertiser that month.

ADWATCH

Awareness of Visa's "It's everywhere you want it to be" ads fell 3.7 percentage points, to 21.8% of first mentions, when consumers were asked to name the first credit-card ad that came to mind of all seen, heard or read in the past 30 days. BBDO Worldwide, New York, handles Visa.

MasterCard's ad awareness fell 5.2 percentage points to 15.2% of first mentions, the largest drop of any advertiser in March, shifting it into third place among credit-card advertisers.

It had narrowed the gap in recall between its ads and those of Visa with its "Master the possibilities" campaign, which started about a year ago. But the spots seemed to have lost their firepower as consumers tire of watching celebrities fulfill their hedonistic wishes by charging it.

MasterCard recently began a full-scale agency review that includes a dozen agencies.

One contestant is incumbent William Esty Co., New York, which has been its agency for 15 years (AA, April 20).

AmEx in February switched from its long-running celebrity pitch themed "Do you know me?" to a campaign focusing on services available to AmEx card members.

Ogilvy & Mather handles AmEx.

The company launched another campaign, this one touting its traveler's checks for use during domestic vacationing, after the March adWatch survey had been taken.

Coming on strong in the soft-drink category are commercials from Pepsi-Cola USA, Purchase, N.Y., featuring actor Michael J. Fox and a spoof on the movie "Top Gun" for Diet Pepsi.

Pepsi gained 4.9 percentage points among soft drinks for a score of 31.6%, overtaking Coca-Cola for the first time since November.

Diet Pepsi gained 1.9 percentage points of awareness, not enough to be considered statistically significant but enough to put the brand's spots in third position, up from fifth last month.

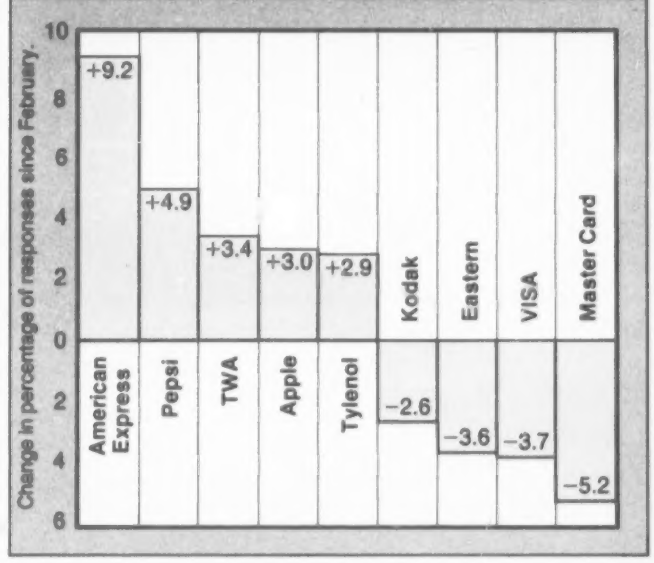
Coca-Cola's awareness remained steady at 30.2% of first mentions but dropped into second place.

Pepsi also is preparing a new spot featuring recl-

(Continued on Page 59)

March winners and losers

Question: Of all the advertising for (product category) you have seen, heard or read in the past 30 days, which ad first comes to mind? Source: SRI Research Center Inc., Lincoln, Neb.



Hot weather breeds promotions

Smaller soda brands make summer plans

An Advertising Age roundup

With fewer dollars—but no less product excitement—than the leading cola companies, the nation's second-tier soft-drink marketers are gearing up hot-weather advertising and promotional programs.

At least three new ad campaigns began airing nationwide in the past few weeks. But more importantly for these smaller brands, a host of promotions are in the works.

"We have to look for things we can do better than the big guys," said Truitt Crenshaw, Shasta Beverages' director of sales and marketing.

The strategy for most of these brands is to tout their flavors as "change-of-pace" drinks. None can afford the hundreds of millions of dollars that giants Coca-Cola Co., Atlanta, and PepsiCo, Purchase, N.Y., pour into their marketing budgets each year.

But the marketing executions change from market to market, because of the regional and local nature of soft-drink preferences and the entrepreneurial bottler system. The promotions vary widely, from tie-ins with sports, movies, travel and non-profit programs to patriotic holiday efforts.

Hayward, Calif.-based Shasta is tying in with Universal Pictures' release of "Jaws of Revenge," the fourth film in the "Jaws" series. Shasta is owned by National Beverage Corp., Fort Lauderdale, Fla., which is in the process of acquiring Faygo Beverages, Detroit (AA, April 13).

Dr Pepper Co., Dallas, is conducting a summer sweepstakes related to cycling, while its sister company, Seven-Up Co., also Dallas, is offering exotic vacations in a game that asks contestants to identify vignettes from TV spots.

Both companies are majority owned by Dallas-based Hicks & Haas, also the largest stockholder in A&W

(Continued on Page 60)

Backdrops vary dramatically for the newest TV spots from the second-tier soft-drink companies. Dr Pepper chose Maui's Haleakala volcano for its "Pedaling All Across America" cyclists; 7UP spotlighted a basketball player who gets cooled down with a soft summer rain; and A&W root beer put William "Hi, I'm Larry" Sanderson and friends in a hot tub.

P&G cut 12% of cable ad budget in '86

By VERNE GAY

New York—Procter & Gamble Co., which slashed its broadcast TV spending nearly $100 million last year, also cut its cable TV expenditures 12% to $27.7 million, according to the latest Broadcast Advertiser Reports figures (AA, April 20).

Despite the big drop, P&G remained the largest cable TV advertiser, according to BAR and the Cabletelevision Advertising Bureau.

"Our total marketing efforts are made up of a number of different components and it is not unusual for there to be short-term shifts from time to time from one medium or another to take advantage of special opportunities," a P&G spokeswoman said.

In total cable spending last year, P&G was followed by Philip Morris Cos., with a 4% increase to $22.2 million, although its General Foods unit's cable spending remained flat at $16.1 million.

A GF spokesman said that although the company is "not disillusioned with cable," some of the cable networks' overall audience delivery "fell short of our expectations. On that basis, our use of cable is down somewhat."

Both GF and P&G were among the earliest supporters of the major cable networks and have used the medium to reach viewers siphoned from the Big 3 networks and other over-the-air outlets.

But both companies have been re-adjusting their cable expenditures recently to allow for expenditures in other media, particularly barter TV. Five years ago, both companies—as well as other package-goods marketers—instituted TV buying formulas to compensate for the loss in network audience shares.

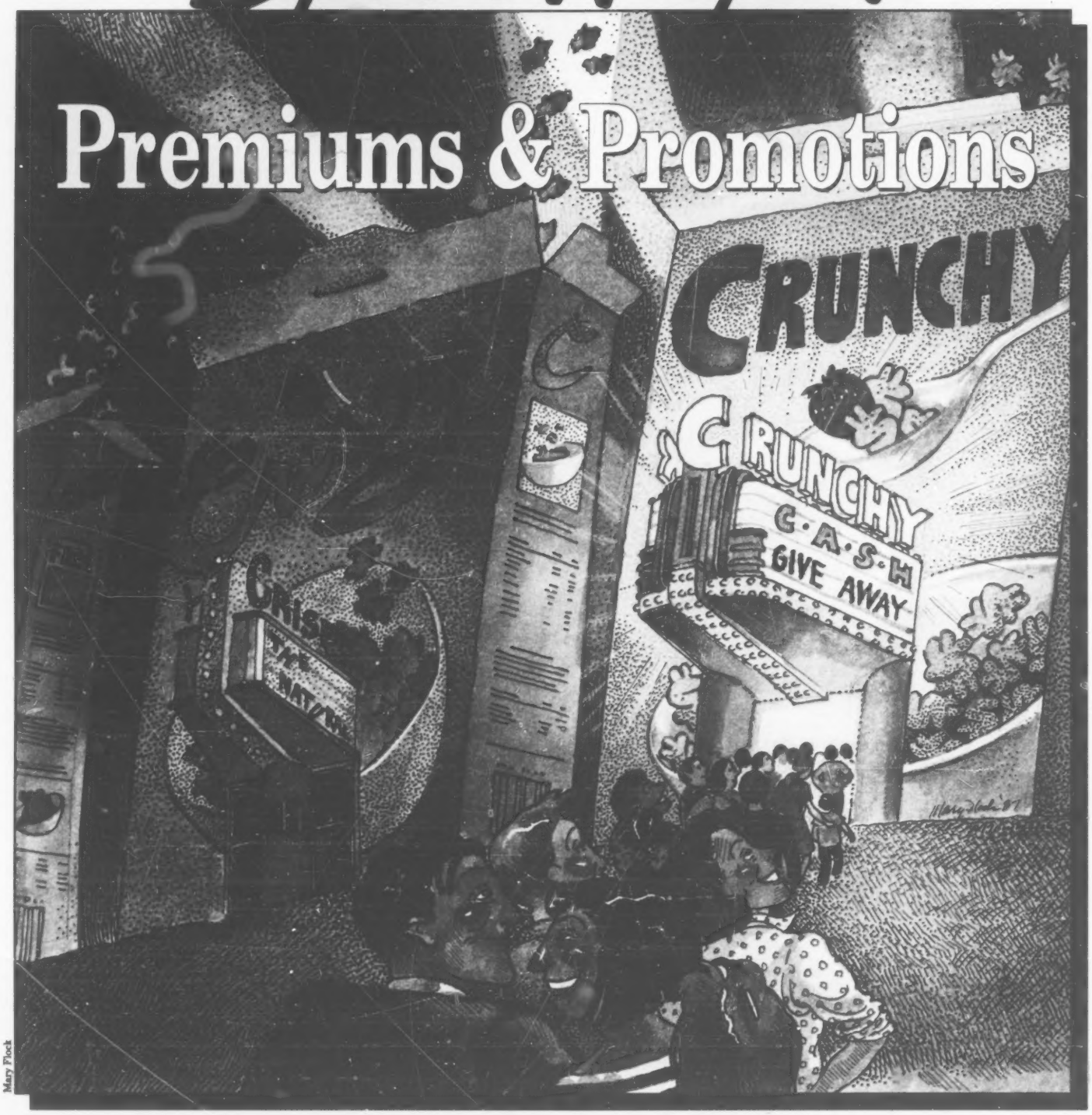
It is possible the cutbacks by P&G were not as severe as BAR reports. BAR measures the six major ad-supported networks—Cable News Network, CBN, ESPN, MTV: Music Television, USA Network and WTBS. It omits other midsize cable networks, in particular the Nashville Network and other key superstations.

According to Carmel, Calif.-based Paul Kagan & Associates, these six cable networks counted by BAR represented $543 million in cable TV network advertising revenue in 1986, out of a total of $718 million.

Superstation WTBS, the largest of the ad-supported nets, represented $163 million in ad spending last year, according to Kagan. Figures for local broadcast-station sales in WTBS' base, Atlanta, were not broken out.

According to BAR, total cable TV spending in 1986 was $543 million, a 13% increase from 1985.#

Special Report



Extra-added attractions grab the buying public

By Cecelia Reed

Yes, the premiums and incentives business grew in 1986, although it broke no records. *Incentive Marketing's* annual report on promotion activity showed total expenditures of $13.4 billion —a measly 2.9% increase from 1985 after having more than doubled in the last 10 years.

Marketers continued to reward sales and trade personnel for the vital push they give products in the marketplace. Spending on everything from trips to volume discounts in exchange for precious retail display space increased 6.2% to $5.8 billion.

Food companies led the way in consumer premium spending, an estimated $6.1 billion in 1986, which is just about what it was in 1985. Other leading spenders in the category were toiletries and beauty aids marketers, financial institutions, and beer and soft drink marketers.

Industry observers, however, predict the consumer premiums and incentives business will heat up this year. They maintain that pulling the consumer into the game with the extra-added attraction of creative promotions and well-selected premiums is a key element in the maintenance of products' life cycles.

Using trade incentives, point-of-sale displays, premium offers, contests, sponsorships, sweepstakes and coupons in programs that strengthen brand presence and excite consumer interest requires much of promotion specialists, especially in light of a recent article in the *New York Times.* It stated that consumers, after a four-year spending spree, are inhibited by "a sense of limits," and the most important buying decision many are making now is . . . not to buy.

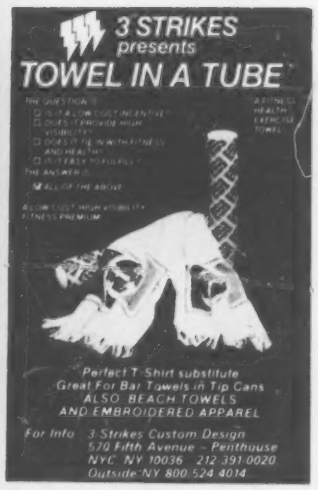
William Slone, editor of New York-based Beverage Media, says that if the problem-plagued spirits industry put the focus on "point-of-sale displays that would catch consumers' attention when they're around the product, rather than dealer loaders [incentive merchandise] to justify

(Continued on Page S-2)

The big picture

	1986 expenditures ($ Billions)	Percent change
Sales incentives	$3,484,645	6.7%
Dealer incentives	2,346,799	5.3
Merchandise total	4,161,165	6.0
Travel total	1,670,279	6.5
Trade total	5,831,444	6.2
Business gifts	1,211,722	2.7
Consumer premiums		
•Product promotion	3,685,931	1.6
•Retail promotion	2,411,000	−2.3
Consumer total	6,096,931	—
Total usage	**$13,140,097**	**2.9%**

Source: *Incentive Marketing*, December 1986



Extra-added attractions

(Continued from Page S-1)

large drops of goods with retailers, sales might start turning around." In a mature industry, "you have to give your consumers information that ties in with your brand's image and shows them how a product can become part of their lifestyle."

Soft-drink marketers have used the lifestyle connection to good advantage with young consumers. PepsiCo's sponsorship of Michael Jackson's "Victory" tour comes to mind. Now Coca-Cola Co. is featuring the Pointer Sisters, both in TV commercials and the Diet Coke/Sony CD "Just for the sound of it" sweepstakes. The grand prize is a trip to Las Vegas to see the group's 1987 New Year's Eve show. Winners also receive Sony compact disc players.

Marketers that hope to add pep to sluggish sales or who are about to thrust yet another product into an oversaturated environment need to design promotions that will build retail sales volume and consumer brand loyalty, experts say.

Victor Ayala, president of The Guild Group, a promotion agency in Pleasantville, N.Y., says that promotions have to become more sensitive to the image of the brand, more creative in their approach. "I've been trying to get marketers to rethink that 'Save 25¢' headline."

"There's a never-ending need for new concepts," adds Norton Cohen, director of account services for St. Louis-based Zipatoni Co., a full-service sales promotion agency. Zipatoni last fall created a life-size point-of-sale display for Anheuser-Busch Cos.'s a Sante bottled water. It featured a young woman wearing the sweatshirt premium, which had the words "Rock 'n' roll waters" on it. "It related to the fun personality of the brand —and the mounted sweatshirt was a dealer incentive," he says.

Bob Petisi, senior VP/managing director-promotions group for the Howard/Marlboro Group, New York, says his agency frequently uses premiums as part of many of its clients' promotions. "The objective of a premium is to leverage consumers or the trade to accomplish your objectives," he says. "It's an instant reward.

"Also, a premium can work as a nice image-connection and add perceived value to a product without undermining the product's efficacy. We did a free gifts promotion for Cutty Sark using a two-tiered premium program. With the purchase of one bottle of Cutty, consumers could get a brass tray; with three bottles, a brass desk lamp." These premiums actually are "disguised refunds," Mr. Petisi says, "but the consumer keeps it" as a constant product reminder.

Advertising specialties like keychains are a thing of the past, adds George Mann, president of the agency's Preferred Promotions. "They have progressed to a more sophisticated level, and budgets for premiums have gone up. It's important to try to tailor a premium to fit a product's advertising theme, to support its image and demographics."

Many companies are turning their attention to localized promotional efforts to reach their market. Regionalized promotions such as music, sports or charity events are especially important where there is reliance on local franchise support.

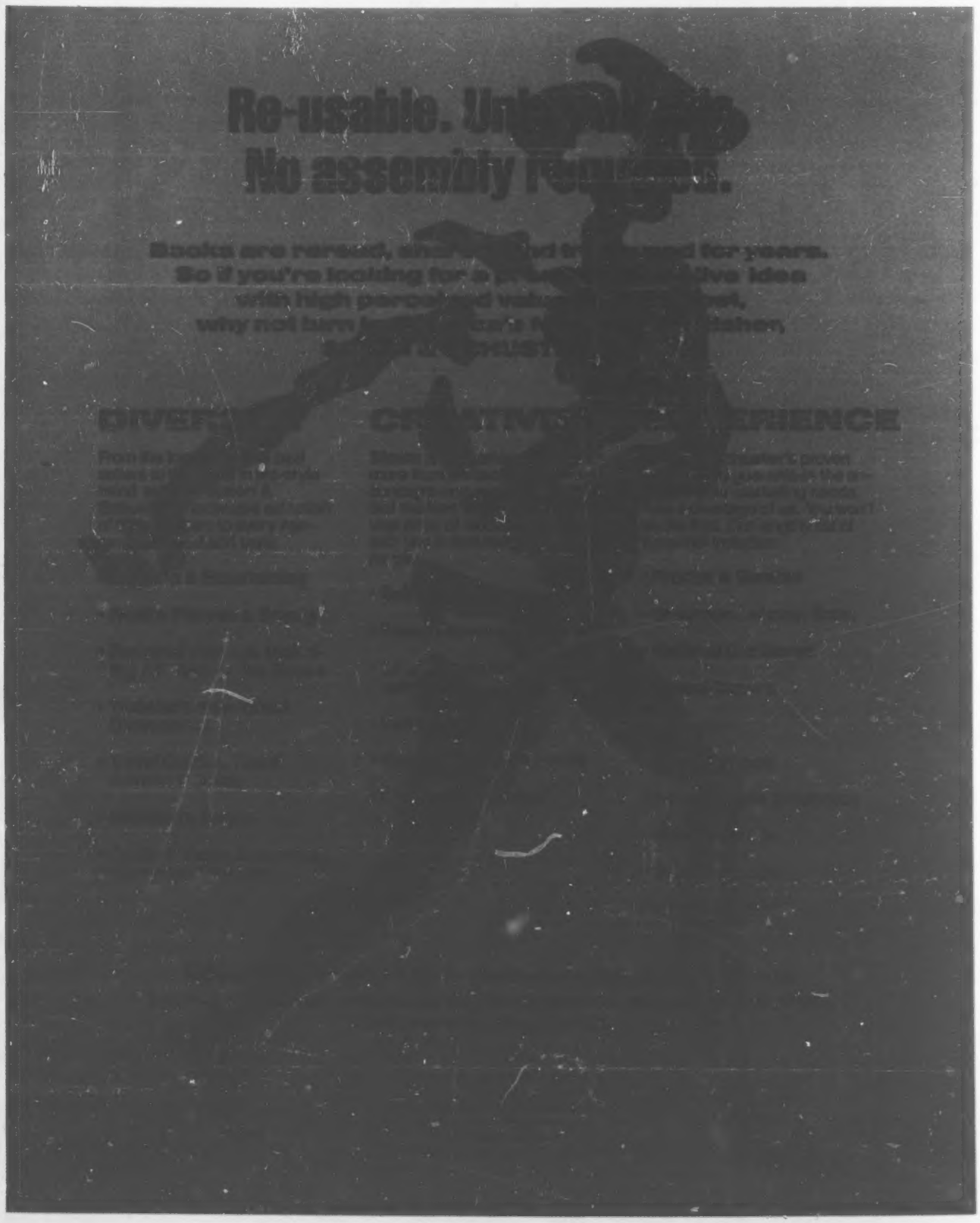
"Special events are an ideal promotional tool to be used selectively in key markets," says Jay Freedman, director of marketing/promotion for Miami-based Events Marketing Network. EMN is working with fast-food companies, concert and record promoters, tourist boards, airlines and hotels to design custom packages called Power Trips, which are offered to radio stations nationwide. These packages will be used as promotional on-the-air giveaways.

James Gould, professor of marketing at the Lubin Graduate School of Business at Pace University, White Plains, N.Y., says that the increased costs of mass media have caused many marketers to rethink their basic premises with regard to advertising and promotion.

"They have used advertising for its high exposure. But given the fragmentation of the mass audience, they're beginning to look at media that's more cost-effective and has better targetability," Mr. Gould says.

Research he has done shows that 15-second spots, for example, have significantly lower recall rates than 30-second spots, "so savings that companies think they're realizing may be illusory. Normal media don't have tangibility—you see it, and you forget it. Premiums have tangibility—they stay with you," he says.

"Before designing a promotion, marketers have to ask themselves, 'Who is the target market, and what kind of budget do I have?' The cost of an item isn't as important as its intrinsic value to a consumer. And marketers have to become more market-orientated again. They have to use marketing savvy to combat mass media clutter, and think of advertising and promotion as partners, rather than enemies."



Sidelights

PREMIUMS AND PROMOTIONS

Pepsi aims for the top with this 'Gun'

Pepsi-Cola USA has its sights set on the sky with its "Top Gun" promotion that kicks off May 1.

A fully integrated campaign ties in TV and radio spots with POP materials, public relations and a sweepstakes. First prize is a one-hour flight with test pilot Chuck Yeager in a P-51 Korean war vintage fighter at the Reno, Nev., Air Show in September.

Pepsi made history by including, for the first time, a commercial on the April videocassette release of Paramount's "Top Gun." The spot knocked the tape's retail price from $79.95 to $26.95.

The campaign fell together when Pepsi

(Continued on Page S-14)

Movie fans enter into this mystery

When a marketer of plastic wrap and trash bags teams up with a maker of celluloid dreams, you just know something unusual is happening.

Danbury, Conn.-based First Brands Corp. (of Glad Wrap and Glad bags fame) and De Laurentiis Entertainment Group (of Hollywood and motion picture fame) have put their heads together to script a national promotion for DEG's comedy-adventure film, "Million Dollar Mystery," opening June 12.

"Teaser" movie posters announce that a "Million Dollar Mystery" is coming.

The movie is about an old man's last words, a hunt for a stolen $4 million fortune and a mystery that reaches beyond the screen.

As the last scene dissolves, $1 million still haven't been found. But wait! Someone in the audience who enters the sweepstakes and solves the mystery will win the million bucks.

Here's where First Brands enters the scene. Beginning in May, special packages of Glad will carry the "Million Dollar

(Continued on Page S-14)

From Spuds to suds, inflatables take off

If Bud Light's Spuds MacKenzie is developing an overinflated opinion of himself, an El Cajon, Calif. company isn't helping matters. As always, this Spuds' grin is amiable, but his 30-foot height is formidable.

Spuds, the Noids from Domino's Pizza, Coca-Cola bottles, Nike's sneakers and Levi's jeans are among the familiar products and advertising characters rendered larger than life by Bigger Than Life, a two-year-old manufacturer of giant inflatables. President Dick Dickson says there may be nothing special about a soda or beer can, "but when you have a 30-foot six-pack of Budweiser, that's an auditorium, traveling around the country to Spring Break events and the Indy 500, that's going to pull people."

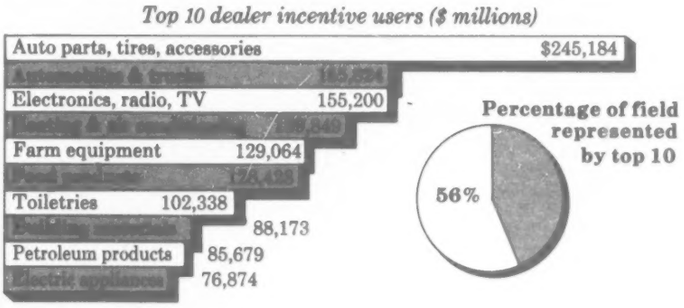
The company's giant products certainly pulled thousands of spectators' heads up during the 1986 Boston Marathon. They were treated to the spectacle of a pair of 30-foot-long Nike Sock Racers apparently running up the side of a Westin Hotel.

Mr. Dickson, six-feet-tall, likes to describe himself as "a peddler at heart," and he's proud that his young company has never made a product clients didn't reorder. "Inflatables have staying power; people remember them. Our products

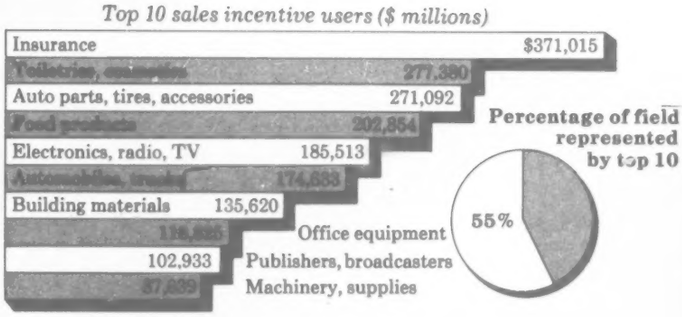
(Continued on Page S-14)

Top performers in the incentives field

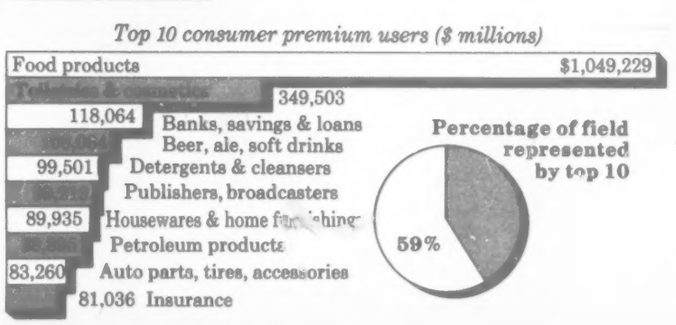
Top 10 dealer incentive users ($ millions)



Top 10 sales incentive users ($ millions)



Top 10 consumer premium users ($ millions)



Source: *Incentive Marketing*, December, 1986

Dinosaurs on the lunch-time menu

Lunch time, and the kids went down to the cafeteria and learned that "Antrodemus is easily identified as a flesh eater by its strong jaws and sharp teeth," but "The relatively small head and slender jaws of Stegosaurus identify him as an inoffensive plant eater."

"World of Dinosaurs" promo benefitted school foodservice directors and children.

Last year, foodservice directors in about 4,000 schools nationwide turned their cafeterias into "The World of Dinosaurs." The promotional event was the creation of Marketing Solutions USA, New York, for General Foods' Food Service Products Divison. "We researched the market and found the concept of snack eating was changing," says Ian Jacobs, the agency's president. "The cafeteria environment was in a downward spiral," because of federal cutbacks and kids' bringing their own lunch. "To help GF sell Jell-O Pudding Pops and Gelatin

(Continued on Page S-14)

Miller goes for the kit and caboodle as Super Bowl rolls in

Miller Brewing Co. knew how to please couch potatoes during Super Bowl XXI. The Milwaukee-based brewery provided them with their own Miller Lite Super Bowl Party Kits.

"Around the Super Bowl, people like to buy beer," says Bob Petisi, senior VP-managing director-promotions group for the Howard Marlboro Group, New York. The agency created the party kits, filled with 20 items including snacks, headbands, buttons, balloons, game handbooks, Jack "Hacksaw" Reynolds' "Gotta Watch the Game" board game,

The Super Bowl Party Kit was packed with goodies for pleasurable viewing.

and, of course, plastic cups for drinking those Lites.

The party kits were sold to the trade in prepacked displays containing 36 boxes each, Mr. Petisi says, and "they helped

(Continued on Page S-14)

Incentive programs light productive fires

By Joanne Y. Cleaver

A company held a contest for its salespeople with the top 20 producers in each district winning a trip to the Super Bowl. When the winners asked that a key sales support administrator also come along, the company responded that that was fine—if the winners paid his way. They did.

United Parcel Service, Greenwich, Conn., has a longstanding program that rewards drivers for good safety records. For each consecutive year of perfect driving, the employee gets to choose an item from a gift catalog, with the rewards culminating in items like diamond necklaces and furniture. As a result, UPS drivers' safety records per million miles are nine times better than the national average.

A West Coast bank attracted $1 billion more than expected in new deposits in a six-month period because tellers, VPs and other employees, who normally have non-selling customer contact, were motivated by an experimental incentive program.

Contests, bonuses, prizes, achievement awards and the like are no longer the exclusive domain of goal-oriented salespeople. U.S. companies are beginning to eye incentive plans to motivate their backroom support, administrative and production employees.

Mere compensation, management is finding, doesn't motivate employees to strive for greater productivity or customer satisfaction, but well-structured incentive plans do work.

According to research by New York-based *Incentive Marketing*, the sales incentive category grew 9.4% last year to $3.3 billion. There aren't any parallel figures for the size or growth of employee incentives, a highly fragmented and difficult category to track. Some divisions or departments of a company may sponsor programs, while others don't; some companies assign the reponsibility to human resources and others to marketing.

Experts in the field agree that overseas competition, combined with maturing businesses that have to squeeze more profits from lower sales, are driving employee incentive issues. A national survey completed last year by the American Productivity Center, Houston, revealed that the more competition a company faces, the more likely it will institute a non-traditional compensation program.

Dick Fordyce, president of E.F. MacDonald, a division of Minneapolis-based Carlson Cos.' Carlson Marketing Group, which helps companies establish motivational, training and incentive programs, estimates that in the last five years, non-sales incentives have grown about 30%. "We've all got a long way to go before we've fully mastered how to motivate internal employees," he says.

One finding in the Productivity Center's study illustrates the prevailing attitude toward reward systems. Mere recognition ranked lowest in a rating of the overall performance impact of nine commonly used approaches. Pay for knowledge scored highest, with 89% of the respondents ranking it a positive or very positive influence on overall performance; earned time off came in second, with an 85% positive rating; gain sharing was third, with an 81% rating. Small group incentives and individual incentives also were popular, receiving 75% and 73% ratings, respectively.

As companies seek the right motivational tools, they're rediscovering some tried and true methods.

The Chicago-based National Association of Suggestions Systems is an organization that tracks the methods and dollar savings of companies that use employee suggestions networks for specific purposes. It is enjoying a significant upsurge in membership, mostly *Fortune* 1,000 companies or those of similar size. In the last 18 months 150 of its 900 members have joined NASS. In 1985, the last year for which figures are available, NASS' members saved $1.25 billion as a result of employee suggestions, and made $128 million in awards for those ideas, says Alan Appelbaum, director of PR.

Usually, he says, companies set up a system of collecting and evaluating employee ideas. Then, they generally kick back to the employee involved 15% to 20% of the first year's savings that derived specifically from that idea. About 25% of all suggestions are generally implemented, NASS estimates.

Employers like the system because it creates a closed loop of productivity improvement and reward analogous to the increased sales and reward cycle enjoyed by salespeople.

Similar to this is gain sharing, an incentive growing in popularity. All members of a designated group are given a bonus for improved performance according to a predetermined formula.

Phillipsburg, N.J.-based Pump and Turbo Group of Ingersoll-Rand Co. began a gain sharing program several months ago at the same time it reduced its pay scale 25% for unionized labor and salaried workers.

"The employees are sensing

Joanne Y. Cleaver is a Chicago-based free-lance writer.

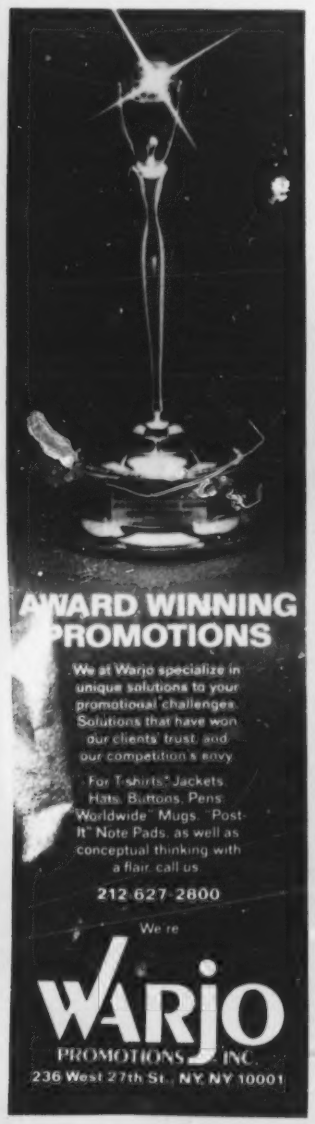
Percent of companies in the goods-producing sector with non-traditional reward systems

	Percent of companies using plans that have experienced...				
Non-traditional reward	**No increase in competition** %	**Increased domestic competition** %	**Increased foreign competition** %	**Increased dom. & for. competition** %	**Sum**
All salaried (N=109)	6	24	14	56	= 100%
Pay for knowledge (N=54)*	9	18	17	56	= 100
Gain sharing (N=106)	5	22	17	57	= 100
Profit sharing (N=245)	3	24	17	56	= 100
Small group incentives (N=89)	6	23	17	55	= 100
Individual incentives (N=181)	3	24	21	53	= 100
Lump sum payment bonus (N=205)	3	25	14	58	= 100
Two tier (N=103)	0	19	14	67	= 100
Earned time off (N=34)	6	27	9	59	= 100

Percent of companies in the service sector with non-traditional reward systems

	Percent of companies using plans that have experienced...				
Non-traditional reward	**No increase in competition** %	**Increased domestic competition** %	**Increased foreign competition** %	**Increased dom. & for. competition** %	**Sum**
All salaried (N=131)	2	64	2	33	= 100%
Pay for knowledge (N=15)*	0	60	0	40	= 100
Gain sharing (N=28)	0	75	0	25	= 100
Profit sharing (N=183)	2	68	1	30	= 100
Small group incentives (N=77)	3	70	1	26	= 100
Individual incentives (N=188)	2	74	2	22	= 100
Lump sum payment bonus (N=187)	2	69	3	27	= 100
Two tier (N=40)	3	68	5	24	= 100
Earned time off	0	59	2	39	= 100

*Only includes companies using system with production and/or service workers.
N=number of respondents
Columns with sum of more than 100% due to multiple responses
Source: American Productivity Center/American Compensation Association national survey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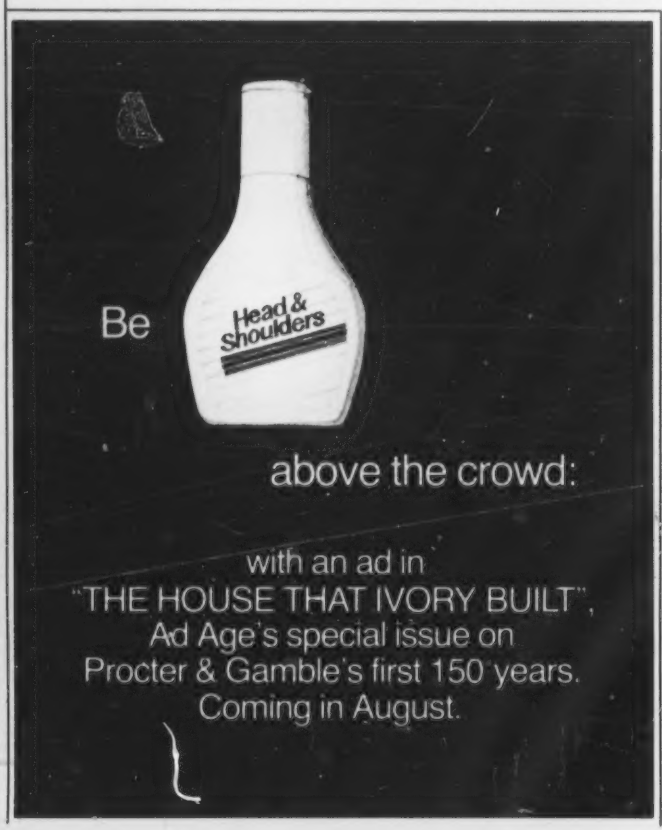

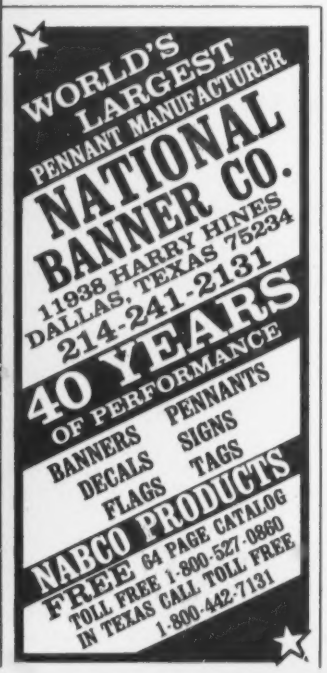

that this is their opportunity to get management to pay attention when they do a good job," says Michael D'Ambrose, VP-employee relations. "We actually have had the union complaining that we weren't taking enough discipline [against minimally productive workers]."

Under the plan, if the whole plant's production exceeds its historical rate, employees will get half of the company's additional incremental profits. The money will be distributed equally to all employees in quarterly bonuses.

"We've seen a marked difference from a year ago in our performance as a team," he says. "It [helps] supercede the old union-management roles."

While cash and merchandise are old standby rewards, there is a strong trend toward using that sales favorite, travel. Unlike the extravaganzas to which sales forces are accustomed, employees are more likely to be treated to a weekend at a local resort. Nevertheless, some companies think travel incentives add excitement to the competition, raising it above the level of job-related expectations.

In some ways, employee programs are more complex than sales programs. Salespeople must meet specific goals and then claim commensurate compensation, in whatever form that might be. Employees often aren't used to thinking that way—or if they do, their goals are usually longer term and more diffuse.

"We spend a lot of time talking about the awards structure, and that's not the key thing," says Walter Erickson, VP-marketing of Carlson Cos.' Carlson Marketing Group.

"The important thing is communication and training. You may have to custom design training and train the people who are being asked to change. Then you implement and execute a program, and then you give the award. If you skip any of these steps, it won't work."

"It's not easy to do an internal program," adds Robert Brandon, president of Atlanta-based Beaumont-Bennett/Brandon, a marketing services agency. "You don't ask something that's unreasonable, and you don't do it 'til it hurts; you do it 'til it feels good."

It's especially important to avoid the impression that awards are given out arbitrarily. Bob Guerriero, president of Journeymasters, a Salem, Mass.-based travel incentive company, likes to relate a story about a client who had good intentions, but managed to offend and alienate most of his employees with his incentive program.

The client's business is servicing equipment, and the company ran a contest that was supposed to result in better customer contact and give employees a sense of belonging to a growing organization.

It backfired because "he had an arbitrary way of measuring it," Mr. Guerriero says. "Then he asked employees if they felt it was a fair program. He got vehement answers, and all of them were along the lines of 'You had to suck up to the service manager, and you win the trip. It had nothing to do with how good a repairman you were.' That was the nicest thing employees said."

Accurate and objective measurement of employees' performance is a major concern of companies planning employee reward systems. It's also a topic of debate among productivity and incentive experts. Many of them insist that growth in employee incentive programs will be stunted until clear cut, objective yardsticks are developed. Such concerns have prompted the Productivity Center to pledge to study the issue in depth, and *Incentive Marketing* has just started a regular column on measurement systems.

Others are equally certain that anything can be measured—it's just a matter of examining the job functions and goals closely enough to extrapolate a logical measurement criteria.

"There are measurements if people look hard enough," says James Dittman, president of the Society of Incentive Travel Executives, New York. He cites the example of a copier service company that established a "number of copies between calls" formula for determining which servicemen did the best job.

Realistic methods underscore a company's credibility with its employees, says Mr. Dittman. "The best way to improve personal productivity is to improve the attitudes of the individuals in the company."

Rating of overall performance impact of reward systems*

Reward system	(N)	Percent
Gain sharing	170	81%
Profit sharing	507	74
Small group incentives	185	75
Earned time off	99	85
Lump sum bonus**	163	66
All salaried**	169	67
Pay for knowledge**	70	89
Individual incentives	192	73
Recognition***	487	30

*Percent reporting "positive" or "very positive" on a scale of 1 to 5:
1=very negative impact on performance
2=negative
3=no impact
4=positive
5=very positive impact on performance
**Only includes companies using plans with production and/or service workers.
***Percent reporting "effective" or "very effective" on scale of 1 to 5 from (1) not effective at all to (5) very effective.
Source: American Productivity Center/American Compensation Association national survey

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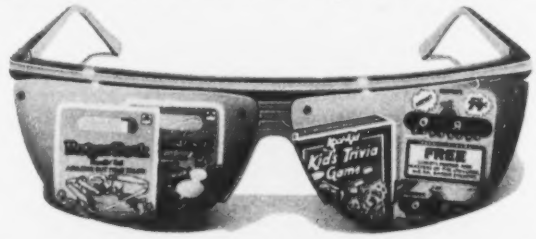
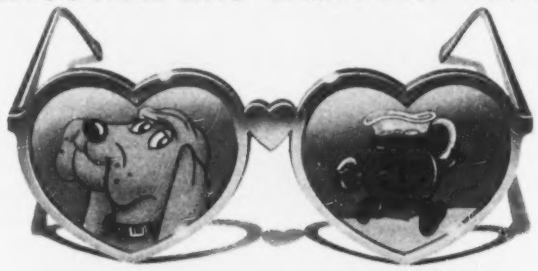


someone with the framework to handle everything from creative concepts and printing to distribution and character licensing...



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Coffee consumption continues to decline

By JOHN C. MAXWELL JR.

Over the past 20 years the consumption of coffee has been declining, and in 1986 we estimate consumption dropped approximately 2.3%, to 25.4 gallons per person.

We believe this continues to be a move away from hot, acrid drinks to cold, sweet drinks.

The greatest consumption decline is seen in the youngest age group, whereas a 9% consumption increase occurred in the 60-year-old and above group.

On a long-term basis, however, we expect coffee consumption to continue to decline for the forseeable future.

The Brazilian drought cut the world's coffee supply and boosted the price of green beans to $2.50 a pound, bringing almost new highs to retail coffee prices in 1986. Improved weather conditions, lagging import demand and large stock supplies have begun to reverse this situation.

The situation in Brazil looks positive for the 1987-88 crop and we expect lower coffee prices for this year.

Recently, the Brazilian government sold excess coffee supplies that had built up last year. Overall, prices have fallen in anticipation of large worldwide crops in 1987-88.

Regarding market share, General Foods remains the leader, gaining 1.3 points, to a 37.8% share in regular coffee. However, GF lost share with instant coffee, dropping to a 42.6% share from a 43.4% share.

The only company in the instant area to gain share was Procter & Gamble.

In the regular area almost all companies gained or maintained share.#

Mr. Maxwell is with Furman Selz Majer Dietz & Birney, New York.

Coffee market shares

General Foods increased its lead in the regular coffee segment, but slipped in the instant category. Figures in percent. *Source: John C. Maxwell Jr.*

	1982	1983	1984	1985	1986
Regular coffee					
General Foods					
Maxwell House*	19.5	19.0	18.6	18.8	19.0
Master Blend	6.9	7.5	8.0	9.0	9.5
Sanka	3.7	3.9	4.1	4.6	5.0
Yuban	1.3	1.0	0.7	0.6	0.5
Max-Pax & Brim	2.8	2.7	2.6	3.2	3.6
Mellow Roast	0.6	0.5	0.4	0.3	0.2
Total	34.8	34.6	34.4	36.5	37.8
Procter & Gamble					
Folgers	23.6	24.9	26.2	27.0	27.5
Hills Brothers					
Hills Brothers	6.7	7.4	8.1	8.4	8.6
Chock Full O'Nuts	4.2	5.0	5.8	5.4	5.0
Coca-Cola					
Maryland Club	1.0	1.0	1.0	1.0	1.0
Butternut	1.7	1.5	1.4	1.5	1.5
Total	2.7	2.5	2.4	2.5	2.5
Subtotal	72.0	74.4	76.9	79.8	81.4
All others	28.0	25.6	23.1	20.2	18.6
Grand total	100.0	100.0	100.0	100.0	100.0
Instant coffee					
General Foods					
Maxwell House	22.5	22.5	22.9	23.7	24.1
Maxim	2.8	2.6	2.4	2.3	2.2
Sanka	10.2	10.1	10.0	9.8	9.5
Yuban	0.8	0.6	0.5	0.4	0.3
Freeze-Dried Sanka	2.2	2.1	2.0	1.8	1.6
Brim	4.1	4.3	4.0	3.4	2.9
Mellow Roast	0.8	0.5	0.3	—	—
International Coffees	1.3	1.6	1.9	2.0	2.0
Total	44.7	44.3	44.0	43.4	42.6
Nestle					
Nescafe Regular	6.5	6.1	5.7	5.5	7.2
Nescafe Decaffeinated	2.1	2.2	2.3	2.0	2.1
Taster's Choice 100% Coffee	9.3	9.5	9.7	9.8	10.3
Decaf	0.4	0.3	0.2	—	—
Taster's Choice Decaffeinated	5.8	6.1	6.4	6.6	6.2
Sunrise	1.3	1.2	1.2	1.1	1.0
Total	25.4	25.4	25.5	25.0	26.8
Procter & Gamble					
Folgers	12.0	12.5	13.0	13.3	13.5
High Point	5.5	5.1	4.0	3.4	3.0
Decaffeinated Folgers	—	—	2.0	2.6	3.0
Total	17.5	17.6	19.0	19.3	19.5
Borden					
Kava	1.0	0.9	0.8	0.7	0.6
Subtotal	88.6	88.2	89.3	88.4	89.5
All others	11.4	11.8	10.7	11.6	10.5
Grand total	100.0	100.0	100.0	100.0	100.0

*Electra-Perk is roughly 6% all years.

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Strauss

(Continued from Page 57)

through bonuses and expenses; of broadening ownership so employees can "share in our prospects" (Creamer specifically had more than 70 stockholders when it sold to WCRS, compared with seven in '69); and of recognizing the asset of people who come along with the billings acquired in a purchase.

As for the sale to WCRS, Mr. Strauss noted that "I met WCRS while on a mission to London to buy, or buy into, a U.K. agency," explaining that "the reason was that Sheraton [hotels] and other clients wanted us to handle their business in U.K. and Europe."

But WCRS instead "saw us as their entry into the U.S.," Mr. Strauss said. "We decided to bring in other bidders. Maurice Saatchi had visited me about three years earlier on a flirtation visit. So I called him, and he had his people in the U.S. enter the bidding."

Mr. Strauss also noted that Chairman Donald Creamer brought in Interpublic.

Wertheim & Co. was hired to "help us evaluate the deals, as well as to measure deals against a public offering," Mr. Strauss said.

Saatchi "did manage to get a solid offer on the table," but its involvement at the time in the Backer & Spielvogel deal made Saatchi less interesting to HBM/Creamer, Mr. Strauss said. Interpublic "was never in the bidding game," he added.

While Mr. Strauss liked the idea of going public, "my partners like the all-cash, upfront deal with no complications and little risk, and I supposed I did too. WCRS first offered $35 million. We said no."

The partners thought twice net worth of $40 million would be a good price, but when WCRS made that offer, Mr. Strauss, who wanted $70 million, rejected it and "reluctantly settled for $64,150,000."

"Was it just kindness on my part?" he said of accepting that figure. "Not really. The reason is defined in this principle: You make the best deal when you are prepared to lose it. I was prepared to lose the deal at $60 million but not at $64 million."

Mr. Strauss ended his talk with some advice for the new owners: "WCRS must still learn how to manage their far-flung enterprise. All the units are managing themselves, and all the pieces within the units are managing themselves."#

Great for camping trips, too!

Harp funnels energy into cleanliness

By LENORE SKENAZY

Faced with unclean toilet seats nationwide, entrepreneur Lore Harp created Le Funelle, a device that allows women to urinate standing up.

The patented, foldable, paper funnel stays waterproof for about forty seconds but disintegrates when flushed. A four-pack retails for $2; a pack of 20 for $5.

Ms. Harp says she spent seven months and $200,000 developing it.

The creative alternative sprung from Ms. Harp's travels.

The San Mateo, Calif., businesswoman covered 200,000 miles a year as founder of the multimillion-dollar computer company, Vector Graphics, and encountered her share of unsanitary bathrooms.

With new invention in hand, she left Vector and formed Aplex to market Le Funelle.

Aplex breaks a three-month transit advertising campaign today in San Francisco proclaiming "Stand up for cleanliness." In addition, women will distribute buttons carrying the slogan and samples of Le Funelle.

Visual Imagery, Los Angeles, handles.

"The point was not so much whether you can or can't pick up anything [infectious] on public toilets, but to allow women an alternative," Ms. Harp said.

In focus groups of professional women ages 25 to 45, Ms. Harp found "very little opposition" to the revolutionary product. Even their husbands thought the idea nifty.

"No one was saying, 'God didn't intend women to do it this way,'" Ms. Harp said.

The product was first mailed to "opinion leaders"—described as businesswomen in the prime of life. Ms. Harp also is sending samples to 10,000 physicians, hoping they will give women Le Funelle when asking for a urine sample.

As the product gains acceptance, Ms. Harp expects to sell it in drugstores and supermarkets.#

Cleveland Horton in Los Angeles contributed to this story.

A transit ad campaign for Le Funelle, a paper funnel for women, breaks today in San Francisco via Visual Imagery, Los Angeles.

PROMOTIONS VIA SHOPPING MALLS

Sampling, Product Demonstrations, Couponing, National Publicity Campaigns, and increased consumer brand awareness, highlight the fastest growing media in direct marketing history ... Co-Op Mall Marketing. **Procter & Gamble, Chevrolet, General Foods, Clairol, RCA, and Nabisco,** are among a few of the leading consumer product companies using our Shopping Center Network.

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adWatch

(Continued from Page 10)

sive singer Michael Jackson. The commercial is delayed to coincide with the debut of his new album this summer, giving Pepsi another chance to burn its ad message into consumers' minds.

AdWatch is a joint project of AA and SRI Research Center, Lincoln, Neb.

Ad awareness is measured by asking a nationally projectable sample to name the advertising that first comes to mind of all seen, heard or read in the first 30 days. Consumers are queried on the first ad they remember overall as well as in a variety of product areas. During March, 1,000 consumers were polled by telephone.

Those changes in advertising awareness that adWatch researchers deem statistically significant can be attributed to more than sample variation.

The list of the top 10 in unaided awareness, without asking for a specific product category, also attests to Pepsi's growing strength. Pepsi advertising rarely scores higher than ads from Coca-Cola in unaided awareness, but in March it scored 4.1% of first mentions over Coca-Cola's 2.6% of first mentions.

Winners in the top 10 unaided awareness category are, in descending order: California raisins, Pepsi-Cola, Coca-Cola, McDonald's, Ford, Chevrolet, Anheuser-Busch's Budweiser/Bud Light, Chrysler, Philip Morris USA's Marlboro and Miller/Miller Lite.

Among other significant changes in adWatch data, new executions of Trans World Airlines' "Find out how good we really are" campaign boosted the carrier's top-of-mind awareness score by 3.4 percentage points to 10.9% of first mentions in the airline category.

Eastern Air Lines' ad awareness score fell by 3.6 percentage points to 6.5% of first mentions, having ended the push for its night flights.

United Airlines' ads remained No. 1 in the category with 14.7% of first mentions, followed by TWA in second and American in third with 9.8% of first mentions.

Delta Air Lines' ads are in fourth place with 8.8% of first mentions, and Eastern is fifth.#

For more information or data, contact SRI Reseach Center, 301 S. 68th St., Lincoln, Neb. 68506. Phone: (402) 489-0351.

25 WAYS TO IMPROVE YOUR BUSINESS (AND YOUR IMAGE).

AT&T LONG DISTANCE GIFT CERTIFICATES ARE BECOMING RECOGNIZED AS THE IDEAL INCENTIVE, PREMIUM—AND BUSINESS GIFT. WHY?

Whether you're a giant corporation or you own your own business, AT&T Long Distance Gift Certificates can help increase sales and productivity. *And* they can improve your company image, because they're *meaningful* gifts that help people keep in touch with the ones they love.

Here are just a few of the ways you can use AT&T Long Distance Gift Certificates to improve *your* business:

1 As a premium to help sell more frozen dinners and other foods.

2 As an incentive for your employees to work harder.

3 To motivate people to buy more washing machines (and other major appliances).

4 To draw more customers to your bank.

5 Or to tell your customers, "Thanks for giving us your business."

6 To sell more electric razors (and other small appliances).

7 Or to play Santa Claus (or Easter Bunny) to your entire company. (The Gift Certificates come in $1, $2, $3, $5, $10, $25, and $100 denominations so you can tailor them to your own business needs.)

8 To move more paper products.

9 Or to sell more detergent (and other soap products).

10 To move more soft drinks.

11 Or to reward employees with a good safety record.

12 To celebrate employees' anniversaries.

13 To reward your employees for a job well done.

14 To sell more cameras (and other photographic equipment).

15 To say, "Happy Birthday!"

16 To get more people to buy your newspaper.

17 To sell more floor wax (and other household products).

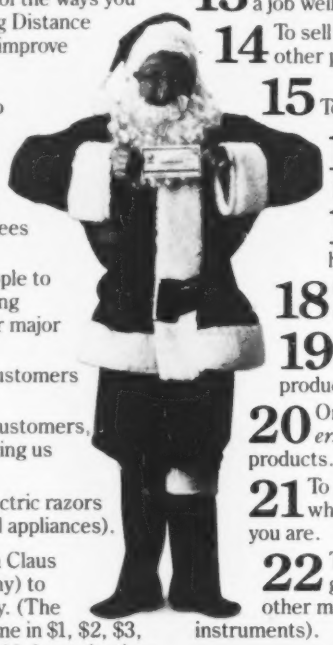
18 Or to say, "Happy Secretaries' Week."

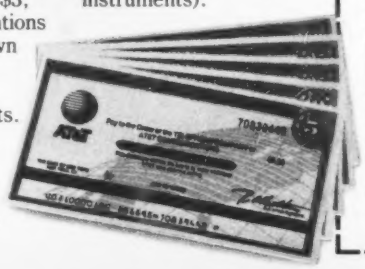
19 To sell more ceiling tiles (and other home products).

20 Or to entice small *retailers* to sell more of your products.

21 To show someone just what a "nice guy" you are.

22 To sell more guitars (and other musical instruments).





23 To move more VCRs (and other video equipment).

24 To sell more yogurt (and other milk products).

25 Or to sell more compact disc players (and other hi-fi equipment).

And whatever else your imagination tells you works best for *your* business.

AT&T Long Distance Gift Certificates are among those rare premiums and incentives that are easy to order, inventory, and store.

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523